



# Memorandum

**TO:** PUBLIC SAFETY, FINANCE AND  
STRATEGIC SUPPORT COMMITTEE

**FROM:** Julie Edmonds-Mares

**SUBJECT:** SEE BELOW

**DATE:** 05-02-13

Approved

*Alex Guerra*

Date

*5-9-13*

**COUNCIL DISTRICT:** Citywide

**SUBJECT: REPORT ON THE SAN JOSÉ BRINGING EVERYONE'S STRENGTHS TOGETHER AND MAYOR'S GANG PREVENTION TASK FORCE PROGRAMS**

## RECOMMENDATION

- 1) Accept the Evaluation Report for FY 2011-2012 San José Bringing Everyone's Strengths Together (BEST) and the Mayor's Gang Prevention Task Force (MGPTF).
- 2) Approve the Resource Allocation Plan for San José BEST and Safe Summer Initiative Grant (SSIG) programs for FY 2013-2014.
- 3) Accept this report and recommend this item for full Council consideration at the June 4, 2013 City Council meeting adopting a resolution to:
  - a. Authorize the Parks, Recreation and Neighborhood Services (PRNS) Director to utilize San José Municipal Code 4.12.235 Unique Services Purchases to negotiate and execute agreements with unique service providers for amounts not to exceed \$250,000, via the BEST Program Emergency Fund in the 2013-2016 triennial period in the event of an emergency or a spike in a particular type of criminal activity amongst the MGPTF Target Population.
  - b. Authorize the PRNS Director to negotiate and execute all grant agreements, amendments and extensions for the 2013 Safe Summer Initiative Grants consistent with the 2012-2013 Adopted Budget.

## BACKGROUND

The San José BEST Program was created as the funding arm for the MGPTF, providing funds to community-based organizations (CBO) to provide gang prevention, intervention and suppression programs for gang-impacted youth, as well as providing support services to their families.

In response to gang violence, the MGPTF has begun a deliberate shift toward targeting those youth at high-risk, gang-impacted and gang-intentional risk levels. This shift is in alignment with the MGPTF Strategic work plan "*Action, Collaboration, Transformation*" approved by City Council in fall 2008 and revised in spring 2011. This work plan strives to ensure safe and healthy opportunities for San José's youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools and neighborhoods.

Key outcomes in this plan include:

1. Reduced gang violence
2. Informed and engaged community
3. Well trained and funded direct-service providers
4. Safe schools, community centers and neighborhoods
5. Seamless service delivery system

In addition to BEST services, since 2008, the Mayor and City Council have annually approved funding for the SSIG program. The intent of the SSIG program is to provide new or enhanced recreational and/or educational opportunities not normally available to the MGPTF target population during the summer months; thereby providing a safe environment for youth to keep active and engaged in pro-social activities while out of school.

The following summarizes staff's approach and processes for evaluating and securing BEST and SSIG partners and corresponding grant allocations:

1) San José BEST Grant

The San José BEST grant application for FY 2013-2016 was released on January 28, 2013. Mandatory workshops were held on February 7 and 8, 2013 and the application period closed on March 5, 2013. A diverse pool of raters consisting of City of San José (CSJ) staff, community representatives, Santa Clara County representatives (i.e. Department of Mental Health and Office of Women's Policy), and school district representatives were divided into teams of three. In a change from previous BEST processes, applicants were invited to apply by BEST Eligible Services and applications were rated based on alignment of proposed activities to those stipulated in a given Eligible Service. Attachment A lists those service providers qualified and are deemed eligible for three program years. A resource allocation plan guided by the MGPTF Technical Team hot spot exercise, MGPTF Policy Team priorities and San José Police Department data will serve as basis for annual contract negotiations. This nationally recognized process supports the City's ability to coordinate and purchase services based on needs rather than what is offered. This model allows the administration to efficiently shift resources annually based on shifting trends and emerging needs.

2) Safe Summer Initiative Grant

The SSIG application was initially released on February 25, 2013 and closed on March 26, 2013. Due to a lower than anticipated number of submissions and availability of additional funding, the application period was re-opened on April 30, 2013. Workshops were held on March 8, 2013 and May 3, 2013 respectively. The application process will be closed on May 14, 2013. Funding recommendations will be completed by May 24, 2013. Upon completion of this process, a list of qualified service providers will be made available.

## **ANALYSIS**

This memo provides 1) Highlights of the MGPTF and the BEST program evaluation for FY 2011-2012; 2) An overview of the FY 2012-2013 funding distribution and highlights of 2012 SSIG efforts; and 3) The FY 2013-2014 Resource Allocation plan.

### **1) Highlights of the MGPTF and BEST Programs Evaluation for FY 2011-2012**

A Final Evaluation Report for Cycle 21, FY 2011-2012 was developed by Community Crime Prevention Associates (CCPA). Copies of the evaluation report will be distributed to all City Council offices and will be made available online and upon request. Highlights of MGPTF efforts, evaluation of the San José BEST Program are stated below:

#### **Mayor's Gang Prevention Task Force (MGPTF)**

- 74 % of Task Force members reported that they have either established new relationships and/or strengthened existing relationships due to their involvement in the MGPTF.
- 76% of members reported that their involvement in the MGPTF assisted them and/or their agency to form partnerships with related local, state and national initiatives being implemented in San José.
- 74% of members reported that their communication with other service providers have improved because of their involvement with the MGPTF.
- 91% of MGPTF Technical Team participants agree it has been an effective platform to network and collaborate.

#### **San José BEST**

For FY 2011-2012, a total of 4,611 ongoing unduplicated youth participants were served by 24 agencies. Of these youth, 7% were gang-intentional, 29% were gang-impacted, 28% high-risk, 23% at-risk and 13% unassigned to any particular category. Results included:

- 91% of BEST participants were satisfied with services received.
- 92% of the parents of the BEST participants were satisfied with the services their youth received.
- 92% of the total BEST participants' parents reported that the services received were effective in producing changes for the better.
- 80% of the total BEST participants reported that the services received were effective in producing positive changes in their attitude and behaviors that were important to a civil society.

- 558 (12%) of the total BEST participants that reported they were arrested previously were not re-arrested during this year's service cycle.
- 497 (11%) of the total BEST participants who reported doing drugs in the past did not use drugs during this year's service cycle.
- 198 (4%) of the total BEST participants not enrolled in school, re-enrolled during the current cycle.

## **2) Overview of FY 2012 – 2013 BEST and SSIG Efforts**

An overview of the a) FY 2012-2013 BEST funding distribution, b) Results of the Revenue Generation efforts and the c) Accomplishments of the 2012 Safe Summer Initiative grants is stated below:

### **a) FY 2012-2013 Funding Distribution**

For FY 2012-2013, a total of \$4.4M was allocated to support the efforts of the MGPTF. The City of San José contracted with 23 CBOs (total of \$2.2M) providing a range of gang-intervention services to the three Police Divisions (Foothill, Southern, Western) and an overall citywide category with an emphasis to the Hot Spot areas. Funding distribution of MGPTF efforts may be found in the following table:

CBO FUNDING DISTRIBUTIONS	\$2,292,449
CSJ INTERVENTION SERVICES	\$1,094,300
ADMINISTRATIVE/PROGRAM SUPPORT/PROGRAM EVALUATION/EMERGENCY FUND	\$771,266
SSIG PROGRAM	\$315,375
<b>TOTAL</b>	<b>\$4,473,390</b>

### **b) Revenue Generation**

In FY 2012-2013, staff actively pursued augmenting existing resources with additional state and federal grants. As a result, the City received the following grants to further MGPTF strategies:

#### ***1. California Gang Reduction, Intervention and Prevention (CalGRIP)***

The City of San José was awarded two CalGRIP grants (\$250,000 during fall 2011 and \$500,000 during fall 2012) totaling \$750,000 to coordinate specific gang-reduction and re-entry efforts through the MGPTF. These grants secured through our partnership with the Board of State and Community Corrections (BSCC) covered calendar years 2012, 2013 and

2014. Of this total, \$561,000 has been allocated to BEST qualified agencies from January 2012 through December 2014, \$50,000 specifically for job skills development and the remainder to support program evaluation and administration. The following agencies were named as partners in the City's applications for CalGRIP funds due to their ability to provide services meeting grant objectives:

- Catholic Charities of Santa Clara County (Re-entry/Aftercare and Gang Reduction)
- Breakout Prison Outreach dba California Youth Outreach (Re-entry/Aftercare and Gang Reduction)
- The Firehouse Community Development Corporation (Gang Reduction)
- Center for Training and Careers (Gang Reduction)
- Pathway Society, Inc. (Gang Reduction)

## *2. Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

In FY 2012-2013 the City received two awards totaling \$624,712 from OJJDP purposed to improve BEST services and document successes of the MGPTF. The first grant of \$125,000, covering FY 2012-2014, will enable City staff to better promote evidence-based principles and establish a learning community amongst MGPTF service providers through trainings and the MGPTF annual retreat. Approximately \$344,982 (of the second grant of \$499,712) has enabled the City to partner with Resource Development Associates (RDA) to design and implement a comprehensive retrospective and prospective evaluation of San José's MGPTF. This analysis will be completed in September 2015 and will include processes, outcomes, and impact analysis. The remainder of \$154, 730 will be used over the three years of the grant for administrative support.

### C) 2012 Safe Summer Initiative Grant Program

Approximately \$315,375 was allocated to the SSIG program. The following accomplishments were compiled by PRNS in coordination with the Mayor's Office.

- 38 agencies awarded contracts.
- 3,340 unduplicated participants served in a variety of educational and creative programs, sports instruction and participation, field trips, and summer camps.

Of SSIG participants surveyed:

- 94% reported they were satisfied with their experience.
- 83% reported increased respect for their environments.
- 86% reported having learned more about themselves and their capacities.

## **3) FY 2013-2014 Resource Allocation Plan**

The proposed San José BEST Resource Allocation Plan (Attachment B) has been developed using information gathered from the "Hot Spot" exercise, crime data, and input from the MGPTF Executive Committee. In addition, in order to better align with Evidenced-Based Principles of

Effective Interventions established by the National Institute of Corrections and ensure that services meet the needs identified at the “Hot Spot” exercise, San José BEST has re-defined its Eligible Services (Attachment B). Details on the “Hot Spot” exercise and the redefined BEST Eligible Services are given below:

1) “Hot Spot” Exercise

A “Hot Spot” is an area experiencing higher than usual gang-related instances and/or acts of violent activity. The Hot Spot exercise was performed during the MGPTF Technical Team meeting on January 9, 2013. The exercise brought together representatives from the San José Mayor’s Office, the San José Police Department, school districts, community-based organizations, County Probation Department, Office of the District Attorney, and the Santa Clara County Office of Education. The results of the Hot Spot exercise for 2013-2014 were approved by the MGPTF Policy Team on February 22, 2013 (Attachment B).

2) Redefined BEST Eligible Services, 2013-2016

BEST Eligible Services were condensed from a previous total of ten to a new total of five. Services were realigned based on like service types (i.e. cognitive intervention, street outreach, substance abuse, vocational services, and gang awareness). Each new Eligible Service features prescribed MGPTF Target Population risk-levels most appropriate to receive and benefit from the service type.

These updated Eligible Services represent the beginning of a service-delivery shift in favor of those programmatic elements which are associated with decreased recidivism, increased high school completion, and other desired outcomes. San José BEST will provide opportunities to increase organizational capacity to implement Evidence-Based Principles, programs and strategies within this triennial award period as the program seeks to self-identify as an Evidence-Informed community of youth-intervention service providers. This movement is in alignment with shifts taking place at the State and Federal levels, which will enable the City to continue to leverage partnerships with entities such as the Board of State and Community Corrections (BSCC) and Office of Juvenile Justice and Delinquency Prevention (OJJDP).

Any emergencies or sudden spikes in violent gang crimes bring unique challenges and service needs that may not be available through existing service providers. Staff is requesting authorization for the Parks, Recreation and Neighborhood Services (PRNS) Director to utilize San José Municipal Code 4.12.235 Unique Services Purchases to negotiate and execute agreements with unique service providers for amounts not to exceed \$250,000, via the BEST Program Emergency Fund. This action will enable the expeditious deployment of unique services in the event of an emergency or a spike in a particular type of criminal activity amongst the MGPTF Target Population.

2013 Safe Summer Initiative

The 2013 Safe Summer Initiative grant application process is underway. It is anticipated that services will begin June 15, 2013 and end September 15, 2013. In order to facilitate the contracting process and process payments expeditiously, staff is requesting the authorization for the PRNS Director to negotiate and execute SSIG agreements with qualified service providers.

## **CONCLUSION**

In comprehensively addressing community needs, the MGPTF desires to continue creatively addressing specific challenges on a timely basis. As such, PRNS seeks authorization to utilize San José Municipal Code 4.12.235 Unique Services Purchases to fund any appropriately suited community-based organization via the BEST program Emergency Fund in the event of a spike in a particular type of criminal activity amongst the MGPTF target populations (i.e. ethnic-group specific, female specific, teen-dating violence, etc).

The MGPTF is committed to ensuring community safety and deterring youth from gang involvement. All service investments strive to reconnect high-risk youth to their schools, families, communities and ultimately their futures. Approval of the recommendations described in this memorandum will support the successful delivery of the program's vital public safety efforts that maintain San José's status as one of the safest large cities in America.

## **PUBLIC OUTREACH**

- ☒ **Criteria 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- ☐ **Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- ☐ **Criteria 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

A copy of this memo will be posted on the City's website for the June 4, 2013 City Council meeting.

## **COORDINATION**

This report was coordinated with the City Manager's Budget Office and the City Attorney's Office.

## **COST IMPLICATIONS**

BEST funding for Cycle XXIII in the amount of \$4,559,300 will be included in FY 2013-2014 Proposed Operating Budget that will be considered by the City Council. As a condition of accepting a grant award from the City, all San José BEST grantees are required to contribute a minimum 20% monetary match.

05-02-13

**Subject: Report on SJ BEST and MGPTF Programs**

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**CEQA**

Not a Project, File No. PP10-066 (e): Services that involve no physical changes to the environment.

/s/

JULIE EDMONDS-MARES  
Acting Director of Parks, Recreation and  
Neighborhood Services

For questions please contact Mario Maciel, Division Manager, at 408-794-1630.

Attachments



## ATTACHMENT A

### **BEST QUALIFIED SERVICE PROVIDER LIST BY ELIGIBLE SERVICE**

#### **Eligible Service (ES) #1: Personal Transformation through Intervention and Case Management Services; Cognitive Behavior Intervention and Life Skills Education**

- Alum Rock Counseling Center, Inc.
- Asian Americans for Community Involvement
- Bill Wilson Center
- Breakout Prison Outreach dba California Youth Out
- California Community Partners for Youth, Inc. (CCPY)
- Catholic Charities of Santa Clara County
- Center for Training and Careers
- Family and Children Services
- Fresh Lifelines For Youth
- George Mayne Elementary School
- Girl Scouts of Northern California
- International Association for Human Values
- Joyner/Payne Youth Services Agency
- Lighthouse of Hope Counseling Center, Inc.
- National Compadres Network/ National Latino Father and Family Institute
- Positive Alternative Recreation Teambuilding Impacting Program (P.A.R.T.I.)
- RC Mayo Inc. dba Exodus Recreation Center
- San José Children's Discovery Museum
- San José Jazz Society
- San José State University Research Foundation
- The Art of Yoga Project
- The Firehouse Community Development Corporation
- The Tenacious Group
- Ujima Adult and Family Services

#### **ES #2: Street Outreach Worker Services: Gang Outreach, Intervention, And Mediation**

- Breakout Prison Outreach dba California Youth Outreach
- Catholic Charities of Santa Clara County
- The Firehouse Community Development Corporation
- Unity Care Group, Inc.

#### **ES #3: Outpatient Substance Abuse Services**

- Alum Rock Counseling Center, Inc.
- Asian American Recovery Services, Inc.
- Bill Wilson Center

- FamiliesFirst, Inc.
- Pathway Society, Inc.

**ES#4: Vocational/Job Training Services**

- Boys & Girls Clubs of Silicon Valley
- Catholic Charities of Santa Clara County
- San José Conservation Corps and Charter School

**ES#5: Parent Awareness/Training & Family Support**

- Asian American Recovery Services, Inc.
- Family and Children Services
- Fresh Lifelines For Youth
- George Mayne Elementary School
- Happy House (Community United San José)
- RC Mayo Inc. dba Exodus Recreation Center
- Sunday Friends Foundation
- The Firehouse Community Development Corporation

## **ATTACHMENT B**

### **SAN JOSÉ BEST RESOURCE ALLOCATION PLAN CYCLE 23, FY 2013-2014**

#### **BUDGET BREAKDOWN**

The City's Proposed FY 2013-2014 Operating Budget, allocates \$4,559,300 to San José BEST. Of this total, \$2,199,573 is designated for distribution through community-based organizations and \$1,094,300 for CSJ Intervention Services. Additionally, \$500,000 is designated for the 2013 Safe Summer Initiative grant program. An Emergency Fund of \$258,920 may be used to fund services addressing a specific community need and justified by written determination of utilization of Municipal Code 4.12.235 by the PRNS Director. The remaining amount of \$506,507 will fund the San José BEST administration staff and program evaluation.

CBO FUNDING DISTRIBUTIONS	\$2,199,573
CSJ INTERVENTION SERVICES	\$1,094,300
SAFE SUMMER INITIATIVE GRANT	\$500,000
EMERGENCY FUND	\$258,920
ADMINISTRATIVE / PROGRAM SUPPORT / PROGRAM EVALUATION	\$506,507
<b>TOTAL</b>	<b>\$4,559,300</b>

#### **LIST OF ELIGIBLE SERVICES AND TARGET POPULATIONS**

The BEST Program staff will negotiate with service providers to provide activities under the following eligible services categories for FY2013-2014:

1. Personal Transformation Through Intervention and Case Management Services; Cognitive Behavior Change and Life Skills Education (Eligible MGPTF Populations: High-Risk, Gang-Impacted, Gang-Intentional)
2. Street Outreach Worker Services: Gang Outreach, Intervention, Mediation (Eligible MGPTF Populations: Gang-Impacted, Gang-Intentional)
3. Outpatient Substance Abuse Services (Eligible MGPTF Populations: High-Risk, Gang-Impacted, Gang-Intentional)
4. Vocational/Job Training Services (Eligible MGPTF Populations: High-Risk, Gang-Impacted, Gang-Intentional)
5. Parent Awareness/Training & Family Support (Eligible MGPTF Populations: At-Risk, High-Risk, Gang-Impacted)

## **HOT SPOT AREAS BY POLICE DIVISION**

San José BEST-funded services are coordinated and delivered within the three police divisions of the City –Foothill, Southern and Western. In general, services are provided throughout each division with greater emphasis placed on specifically identified service areas or “Hot Spots” as approved by the Mayor’s Gang Prevention Task Force.

### **FOOTHILL DIVISION**

1. Poco Way / King and Story / Hopkins
2. Lanai / Valley Palms
3. White / Alum Rock / Pala Area
4. Valley Palms
5. Mayfair / Virginia Area
6. Checkers / Avalani / Rancho Verde

### **SOUTHERN DIVISION**

1. Santee / Yerba Buena / Owsley & Clemence
2. Washington Gardner / Alma
3. Hoffman Via Monte
4. Oak Grove / Eagles
5. Seven Trees
6. Round Table 700 Block

### **WESTERN DIVISION**

1. Cadillac / Winchester
2. Roosevelt / San José High
3. Starbird
4. Bonita / Appian Lane
5. 3rd Street and San Carlos
6. 5th Street and Julian / Backesto